

OIA-46/77
17 May 1977

MEMORANDUM FOR: All Employees in the Office of Imagery Analysis
SUBJECT : Promotions
REFERENCE : DDI Handbook and

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1. Shortly after becoming Director of Imagery Analysis, I instituted a comprehensive review of the promotion system as it now exists in the Office. My overall purpose in conducting such a review was to insure that the policies which govern promotion criteria and the procedures we actually use to make promotions are as effective and as equitable as we can make them. More specifically I want our promotion system to meet the following objectives.

- Everyone gets fair consideration for promotion
- The most capable and promising people move ahead the fastest
- Average rates of promotion from one grade to the next are as consistent as possible with the rates for other components in the Intelligence Directorate
- Promotion opportunities continue to be available for deserving people

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2. As a result of the review, the Imagery Analysis Career Service Panel will make the following changes in the promotion system effective this date.

a. Time in Grade Guidelines

(1) One of the factors driving the rate of promotion is the "time-in-grade" policy of the Office. This is a subject that invites confusion and misinterpretation. Technically, there are no minimum or fixed time-in-grade requirements for promotion. Promotions are based primarily on the judgment of supervisors and the OIA Career Service Panel regarding the individual's performance and potential in comparison with his peers, and they are considered on a case-by-case basis. In practice, career panels throughout the Agency have found it useful to establish time-in-grade guidelines in an effort to foster an equitable and consistent treatment of promotions, and

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to facilitate the management task of balancing the Office's actual grade level structure with its authorized structure-- in other words, insuring that we have enough headroom to promote people. A danger with such guidelines is that they can come to be regarded as virtually an automatic promotion schedule or they can preclude earlier promotions when warranted. It is an important function of the OIA Career Service Panel to insure that this does not occur.

(2) Therefore, as stated earlier, we will apply the guidelines as they are intended--that is, as norms for the minimum time that an individual can be expected to perform at one grade level before being fully qualified for promotion to the next. This means that the majority of promotions will come later than the minimum time. Promotions at the minimum, or even earlier, are still possible but will be reserved for the very exceptional cases. Attachment 1 shows the new time in grade guidelines for members of the IA Career Service. Attachment 2 presents a summary of promotion statistics for the Office for CY 1975 and 1976. Bearing in mind that most people will not be promoted at the minimum time, I do not anticipate a drastic change in rates of promotion, although there probably will be some overall reduction in the times between promotions and in some specific cases the reductions could be substantial.

b. Promotion Evaluation Procedure

We will continue our practice of competitively evaluating people for promotions, but the procedure will be altered somewhat to meet more effectively the specific objectives of the promotion system that I listed in paragraph 1. The competitive evaluations will be tied to the Fitness Report schedule with the GS-03 through GS-05 and the GS-14 review in April, the GS-06 through GS-08 review in July, the GS-09 through GS-11 review in October, and the GS-12 and GS-13 review in January. The results of each of these exercises will be comprehensively re-examined semi-annually and revised as necessary. In addition, members of the Career Service Panel will be able to recommend individual changes for the employees they represent at any time. There will be a series of special

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Career Service Panel meetings in June to initially establish the base for this evaluation procedure. Attachment 3 is a sample of the summary data sheets that along with other pertinent information--for example, fitness reports--will provide the basis for competitive evaluation for promotions.

3. I have received a great deal of help both directly and indirectly from members of the OIA Career Service Panel and others throughout the Office in designing the promotion system that I have described above. We all have a large stake in the operation of a fair and effective promotion system. Please do not hesitate to make suggestions for improvement. I welcome your thoughts on the subject.

Noel E. Firth
Director
Imagery Analysis

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Attachments:
As Stated

Attachment 1 to:
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OFFICE OF IMAGERY ANALYSIS

Minimum Time in Grade Guidelines

<u>From</u>	<u>To</u>	<u>Months in Grade</u>
GS-03	GS-04	6
GS-04	GS-05	6
GS-05	GS-06	6
GS-06	GS-07	8
GS-07	GS-08	10
GS-08	GS-09	10
GS-09	GS-10	12
GS-10	GS-11	15
GS-11	GS-12	18
GS-12	GS-13	24
GS-13	GS-14	30

Attachment 2 to:
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OIA
Promotion Statistics
CY 1975 and 1976

	1975				1976			
	<u>Min</u> <u>TIG</u>	<u>Max</u> <u>TIG</u>	<u>Med*</u> <u>TIG</u>	<u>No. of</u> <u>Prom</u>	<u>Min</u> <u>TIG</u>	<u>Max</u> <u>TIG</u>	<u>Med*</u> <u>TIG</u>	<u>No. of</u> <u>Prom</u>
to:								
GS-05	9	19	12		7	11	9	
GS-06	15	16	16		13	13	13	
GS-07	12	12	12		11	50	26	
GS-08	11	63	14		11	12	12	
GS-09	12	17	13		12	17	14	
GS-10	14	25	20		13	51	18	
GS-11	17	23	19		17	101	22	
GS-12	28	126	77		24	36	24	
GS-13	39	77	54		39	64	41	
GS-14	47	64	56		46	63	47	
Total Promotions								

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*The median number indicates that half the individuals in this grade were promoted in less than this time and half in more.

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Attachment 3 to:
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Date: 15 June 1977

Minimum TIG Guideline 12 months

GS-09 to GS-10

Projected for promotion over next 12 months

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Name

Current
TIG (mo.)

Proposed Date
of promotion &
TIG at that time

Comparative
Evaluation
Ranking

Overall FR

9

Jan 78 (16)

MD

P

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Not Projected

3

HP

S

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OIA
Promotion Statistics
FY 1977 and 1978

		<u>FY77</u>			<u>No. of Prom.</u>	<u>FY78</u>			<u>No. of Prom.</u>	
		<u>Min</u>	<u>Max</u>	<u>Med</u>		<u>Min</u>	<u>Max</u>	<u>Med</u>		
		<u>TIG</u>	<u>TIG</u>	<u>TIG</u>		<u>TIG</u>	<u>TIG</u>	<u>TIG</u>		
Prom to:										
STAT	GS-05					6	6	6		STAT
	GS-06	12	15	13		7	31	19		
	GS-07	11	39	25		12	14	13		
	GS-08	12	46	29		10	14	11		
	GS-09	12	16	13		9	42	11.5		
	GS-10	12	41	15		7	30	14		
	GS-11	16	39	21		13	21	18		
	GS-12	18	36	26		12	48	21		
	GS-13	36	54	38.5		21	37	35		
	GS-14	29	52	43		12	41	26.5		
	GS-15	65	65	65		43	43	43		
	GS-16					16	16	16		
	GS-17									
	GS-18					34	34	34		
	Total Promotions									